



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

June 2, 2011

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. Fujioka", is written over the printed name and title.

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

GOVERNANCE STRUCTURE ASSESSMENT (ITEM NO. 60, AGENDA OF JUNE 7, 2011)

In response to Mayor Antonovich's March 8, 2011 motion, my staff and I convened a Workgroup with the Board's Chiefs of Staff to review the cluster and governance structure. The Workgroup solicited feedback from Board Policy Deputies, CEO staff, Department Heads and Chief Deputies. This memorandum reports the results of that review and recommends changes to achieve budgetary savings and operational improvements.

After a discussion of the original goals of the new governance structure, the Workgroup focused on three areas of review: policy development, communication, and roles and responsibilities, especially of the DCEOs and Board Policy Deputies.

Departments were asked specifically about sharing information with the Board, about unnecessary intervention in Department operations, and were asked to anonymously submit any recommendations for improvement.

At this stage of implementing a large change-management exercise, the overriding question is how the CEO can best support the County as it transitions from a collection of independent Departments to an organization of integrated, more transparent, and interdependent Departments, in order to support the Board's goals to improve service delivery and outcomes. To achieve these goals, the following areas of improvement are presented.

Policy Development. To address the concern that Board Policy Deputies want to be more involved in Board policy development, and play a greater role in setting the agenda for and chairing cluster meetings so cluster meetings can focus more on policy development and less on Board letter review, we recommend the following:

- Recommendation #1
Board Policy Deputies should set the agenda for and chair cluster meetings. CEO will provide supporting staff to the Board Policy Deputies in this new role.
- Recommendation #2
The CEO and Chief Deputy should meet twice a month with the Board's Chiefs of Staff to identify and discuss high priority and/or emerging issues for Board Policy Deputy consideration and review.

Empowering Departments. To address the concerns that the CEO is "micromanaging" departments in the area of Board letters and requests for hiring and promotions, travel and other expenditures, we recommend the following:

- Recommendation #3
Make Departments accountable for writing and submitting Board letters directly to the Board.
- Recommendation #4
Provide Departments with targets and/or limits for hiring and expenditures, and monitor them monthly to ensure they are performing within their targets.

Through its classification/compensation division, the CEO will continue maintaining tight controls over the hiring of management positions. Also, with the implementation of a new position control information system, the CEO will be able to ensure that Departments never hire beyond the position authority granted by the Board.

Improved Oversight. To ensure that all Departments are complying with all administrative rules, regulations and procedures, we recommend the following:

- Recommendation #5
Establish a Quality Assurance Unit in the CEO's Office to ensure compliance by all Departments with administrative rules, regulations and procedures.

- Recommendation #6
Specifically with respect to budgetary and fiscal compliance, and given the new authority granted to Departments under Recommendation #4, produce a monthly Variance Report to track and highlight the major elements of each Department's fiscal condition.

Focus on High Priority Board Policy Issues. To facilitate the improvement and resolution of high priority board policy issues, we recommend the following:

- Recommendation #7
Refocus the roles of DCEOs and the Clusters to identify and facilitate prioritization for high priority issues, assess resources needed for action, produce implementation plans, and report progress against the plans monthly.
- Recommendation #8
The Chief Deputy, CEO should meet weekly with a designated person from each Board Office to review the status of high priority projects for that Office.

Service Integration Improvement. Because many of the Board's highest priority projects (such as Katie A and Self Sufficiency) and highest priority departments (such as DCFS and Juvenile Probation) are those where the lives of children are impacted, and which require the active coordination of many Departments and other stakeholders to succeed, we recommend the following:

- Recommendation #9
Elevate the role of the CEO's Service Integration Branch to assume responsibility for identifying, prioritizing, planning, assessing, implementing and reporting progress against the plans for all major Board initiatives that cross clusters, especially those that impact the lives of children.
- Recommendation #10
Until DCFS and Juvenile Probation are stabilized, have those Departments report to Service Integration Branch (SIB) rather than their traditional Cluster. Subsequently, other priority Departments identified by the Board will report through SIB for focused attention.

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Organizational Change. Given the complexity of assessing the organization of the CEO's office, impact on staff, and to reconcile recommendations from various Board offices, we recommend the following:

- Recommendation #11
Re-convene the Workgroup, and report back to your Board in 30 days with specific recommendations for organizational change, including cost savings.

These recommendations are intended to improve our Office's ability to implement the Board's priorities, both operational and policy.

Please call me if you have any questions or need additional information.

WTF:BC:gla

c: Executive Officer, Board of Supervisors
Board Chief Deputies